

 **Managing Change:**  
*A Guide for Managers*




 **Nature of Change**

“The problem with the future is that it isn’t what it used to be.”


Paul Valery  
Poet

2


 **Workshop Objectives**

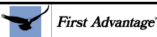
- Understand the change process & how change affects people emotionally
- Learn how to manage change in positive ways
- Identify resources that can help

3

 **Ways to Look at Change**

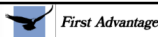
- Personal
- Organizational
- Societal




 **Change is Difficult**

- Loss of what is familiar & known
- Loss of control
- Loss of identity


5

 **Normal Reactions**




- Fear
- Confusion
- Disorientation
- Anxiety
- Helplessness
- Withdrawal
- Anger

6

**How Change Affects Your Health** 

Exercise 1:  
The Social Readjustment Rating Scale

7

**Change Behaviors** 

<p><b>Nonproductive</b></p> <ul style="list-style-type: none"> <li>▪ Avoidance, fear, withdrawal</li> <li>▪ Failure to seek info</li> <li>▪ Not asking for help</li> <li>▪ Complaining, criticizing (victim)</li> <li>▪ Avoiding risk or taking exaggerated risks</li> <li>▪ Holding on to past</li> <li>▪ Lack of focus, disorganization, poor time management</li> </ul>	<p><b>Productive</b></p> <ul style="list-style-type: none"> <li>▪ Staying involved and connected</li> <li>▪ Seeking input and info</li> <li>▪ Asking and offering help</li> <li>▪ Understanding, accepting change (master)</li> <li>▪ Taking responsible risks</li> <li>▪ Moving forward</li> <li>▪ Goal oriented behavior, good time management</li> </ul>
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8

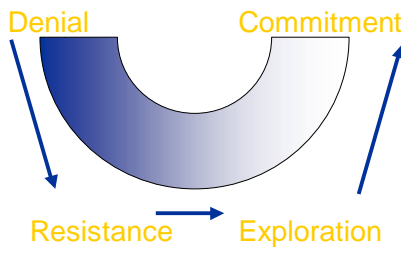
**Change =** 

**DANGER +  
OPPORTUNITY**

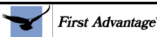


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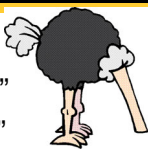
**Four Stages of Change** 



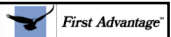
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**Stage 1: Denial** 

- "It'll never happen."
- "They're not really serious."
- "I'll believe it when I see it."
- "In the good old days..."
- "Me worry? No way!"
- "Keep your head down and your chin up."

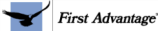


11

**Managing Denial** 


- Let employees vent
- Communicate honestly and often
- Be supportive
- Stay connected
- Be realistic about the employee's position

12

**Stage 2: Resistance** 

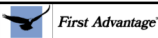
- "I don't see why we need to change."
- "We resent not being included in the decision-making."
- "I've already been through enough change."
- "I'm afraid I won't be able to succeed."
- "This doesn't make any sense."
- "What's the use? I'm out of here."
- "This isn't fair."

13

**Managing Resistance** 

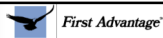
- Explain the transition
- Focus on the positive
- Give your employees space

14

**Stage 3: Exploration** 

- "The old system just wasn't working."
- "This is really beginning to make sense."
- "I've got another idea I think may work."
- "Let's try that again."
- "We can do this."

15

**Managing Exploration** 

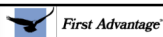
- Introduce new procedures
- Ask for employee input
- Reward employees who are managing change in positive ways
- Be flexible

16

**Stage 4: Commitment** 

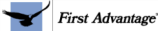


17

**Managing Commitment** 

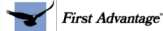
- Offer positive feedback on transition
- Re-evaluate employee goals & objectives
- Set new challenges

18

**Where Are You in The Process?** 


Exercise 2:  
Your Personal Change Assessment

19

**The Four Cs of Change Champions** 


- Commitment
- Challenge
- Connection
- Control

20

**The 4 Cs: Commitment** 

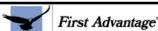
- Promote positive commitment
  - *"I am looking forward to mastering this change"*
  - *"I am committed to the growth of this organization"*

21

**The 4 Cs: Challenge** 

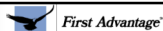
<ul style="list-style-type: none"><li>▪ Limiting beliefs<ul style="list-style-type: none"><li>• <i>"I can't do this."</i></li><li>• <i>"I'm too old."</i></li><li>• <i>"It's too hard."</i></li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ Challenging beliefs<ul style="list-style-type: none"><li>• <i>This is hard but not impossible."</i></li><li>• <i>"I can do it."</i></li><li>• <i>"I have done it before and can do it again."</i></li></ul></li></ul>
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22

**The 4 Cs: Connection** 

- Practice team building
- Offer your help
- Share your own experience

23

**The 4 Cs: Control** 

- Accept what you cannot control
- Take charge of what you can control
- Seek information so you will know the difference

24

<b>Managing Control</b>		
	Can Control	Can NOT Control
Action	Mastery	Wheel Spinning
NO Action	Giving Up	Letting Go

25

**Commit To A Plan**

Exercise 3:  
Your Personal Action Planner

26

- The Manager's Role in Change**
- Help implement change
  - Determine your role in the change process
  - Help staff adjust to changes
  - Be honest and direct
  - Handle problems quickly


27

- A.C.T. Model of Managing Change**
- Accept, Acknowledge, Allow
  - Communicate, Clarify, Create
  - Transition, Teach, Take Care

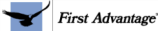
28

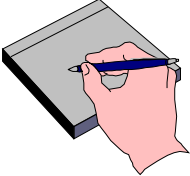
- What to Do:**
- Supervisory Referrals & Suggestions**
- Observation
  - Written documentation
  - Initial constructive interview
  - Follow up interview

29

- Observation**
- 
- Take responsibility for being aware of employee workplace behaviors
  - Look for patterns of behaviors that affect the workplace
  - Recognize that a problem exists

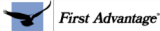
30

**Written Documentation** 




- Absenteeism - **record of specific dates**
- Tardiness - **record of specific dates and times**
- Work mistakes, poor quality - **have specific examples**
- Poor work attitude - **list specific examples**

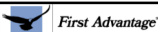
31

**Preparing for the Interview** 

- Select a time and place (should be private but not isolated)
- Beware of own expectations
- Be consistent
- Bring written documentation
- Consult with First Advantage



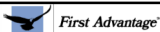
32

**Initial Corrective Interview:** 

**Supervisory Suggestion**

- Review the history of the problem and why you are concerned
- Tell the employee that you are establishing a course of corrective action
- Clearly outline your expectations for job performance
- Be prepared for the employee's reaction; listen and refocus

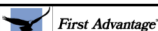
33

**Initial Corrective Interview:** 

**Supervisory Suggestion**

- Describe all aspects of the course of action
- Present EAP as a resource, provide overview emphasizing confidentiality
- Indicate what next step in discipline process will be if expectations not met
- Set date for follow up meeting and express your confidence/support

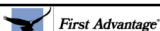
34

**The Follow-up Interview** 

**Supervisory Referral**

- Review progress toward goals
  - *Compliment positive change*
  - *If no improvement, make supervisory referral to the EAP*
- Inform employee that you are making supervisory referral
  - *provide EAP access information again*
- Consult with & notify EAP you are making a referral

35

**Supervisory Referral** 

- Upon accessing the EAP, employee will be asked to sign a release of information
  - *Without release, EAP will only reveal whether employee came to appointment*
  - *With release, EAP will provide compliance and attendance information*
- Continue to monitor performance, behavior and attendance

36

### Supervisory Referral

- If employee does not accept or follow through on referral
  - *The EAP is not a part of the disciplinary process*
  - *Consult with Human Resources*
  - *Follow company disciplinary process*

37

### The Mandatory Referral

- Dictated by company policy
  - *Always consult with Human Resources*
- Job termination or “last chance”
  - *Non-compliance with referral and recommendations is reason for termination*
- Releases must be signed
- Follow steps of interview process in coordination with Human Resources

38

### EAP Services



- Confidential
- No cost to employees
- Professional

Available 24-hours a day,  
7 days a week  
\* \* \*

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